

C O P Y

Approved For Release 2004/05/05 : CIA-RDP55-00110A000100070008-0

Suggestion No. 601

Description of Suggestion:

The present Government policies of reductions in force and financial cutbacks have placed serious morale and efficiency problems before the various U.S. Agencies. It is in line with these problems of morale and efficiency that the following suggestion is submitted for your consideration. CIA takes great pains to give its clerical and administrative personnel the best possible training to prepare them for their jobs. However, it appears that official thinking regarding supervisory personnel is that these types of people are born not made. If CIA is truly concerned about personnel turnover it would appear that guidance and direction given to the supervisory personnel might provide a partial solution to the problem.

Enclosed is a pamphlet published by the Bureau of National Affairs which faces directly up to this problem. Private industry has found it most advisable to provide continuing on the job training and guidance designed to make better supervisors out of up and coming people. It would appear that the Government could profit from a similar policy. The distribution of the enclosed and similar pamphlets, accompanied by a program designed to encourage their use by the proper people could be a step in the right direction.

No one questions that the need for competent supervisory personnel is great. What often seems forgotten is that just as the job is more responsible, and the tasks more exacting, so the need for training and guidance, particularly for those who assume such a position for the first time, is greater. I feel that even such simple pamphlets as that enclosed will aid the supervisor in achieving a better understanding of his responsibilities, an improvement of his performance, and in the taking of a new and ever increasing pride in his work. These things cannot help but be passed on to those working under him and aid in increasing the over-all morale and efficiency of the agency.

Such a program could be administered through the Career Service Boards. The Board has the responsibility for guiding career advancement. As a corollary to this it would appear logical that at such time as a person rises to a supervisory position, the Board could provide that person with certain pamphlets and other materials, and possibly arrange periodic lectures of an orientation nature, designed to impress upon the individual his responsibilities, and at the same time to assist him in the execution of these responsibilities.

I have no way of knowing what the monetary benefit of such a program would be. How does one measure on a monetary scale the impact of increased morale and efficiency?

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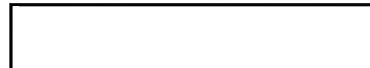
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C O P Y (of first sheet)

SUGGESTION No. 601

To: Executive Secretary, Incentive Awards Committee      From: Deputy Chief, Plans, Research and Development Staff

The conduct of the Agency's supervisory training program is essentially a responsibility of the Office of Training. It is suggested that this proposal be referred to that office for evaluation.



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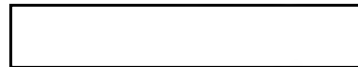
30 October 1953

To: Executive Secretary, Incentive Awards Committee      From: Chief, Management Training Division, O/TR

This is an excellent suggestion, but it does not contribute appreciably to efforts that have been under way for the past eighteen months to develop supervisory training in the Agency strictly functional to supervision in CIA.

The Management Training Division of the Office of Training began conducting an initial supervisory training program, the Human Resources Program (brief description attached), in November 1952. To date, approximately five hundred supervisors have participated in it. Arrangements have only just been completed to have this program presented to each supervisor in the Agency as soon as possible.

If the individual who made Suggestion 601 would be interested in having more information on the subject of supervisory training in CIA, I would be very happy to get in touch with him.



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30 November 1953

*despatched 12/1/53*